

Introduction

The Washington State Department of Corrections is responsible for all felony and gross misdemeanor offenders sentenced in Washington State Superior Courts. In order to fulfill this statutory responsibility, the Department employs over 8,200 men and women to administer custodial supervision in prison facilities, supervise offenders in the community, and provide administrative and program support. The Washington State Legislature created the Department of Corrections in 1981 and the enabling legislation for the Department is contained in Chapter 72, Revised Code of Washington.

Central to meeting the Department's legal responsibility is the management and maintenance of 15 state institutions. These institutions, combined with 15 work releases, serve as the primary resource for incarcerating offenders.

The 2005-2011 DOC Strategic Plan

The Department's Strategic Plan establishes the overall agency direction for the next six years. The plan continues the drive toward a risk-based approach to managing offenders.

DOC Mission Statement

The Department of Corrections in collaboration with its criminal justice partners, victims, citizens, and other stakeholders will enhance community safety, reduce victimization, and hold offenders accountable through the administration of criminal sanctions and effective correctional programs.

DOC Vision Statement

Working Together for Safe Communities

Major DOC Goals

- Reduce offender risk to re-offend – so that offenders have the capacity to be successful citizens when they leave prison or jail and return to the community. This starts with a safe and secure prison environment that supports appropriate programming.
- Reduce victimization – so that victims are not re-victimized. This requires that communities be willing and have the capacity to participate in the offender's return to the community. Developing such communities starts with DOC reaching out and forming partnerships with victims, citizens, and other criminal justice stakeholders.
- Enhance organizational capacity and competencies – so that constitutional mandates are adhered to and resources are aligned based on workload drivers, risk, and evidence-based practices, and so that sufficient qualified staff are available to get the work done.

Relevant Strategic Linkages

The 2005-2015 Ten Year Capital Plan plays a critical role toward achieving the agency goals and objectives. In fact, DOC identifies "safe and secure facilities" as a specific strategy in the Strategic Plan. The role and linkage between the Capital Plan, the Strategic Plan, and the Priorities of Government is directly expressed as: Facilities and offices are safe and secure, so that, the Department enhances organizational capacity and competency, so that, offender risk to re-offend is reduced, so that, victimization is reduced, so that the safety of people and property is improved.

2005 – 2015 Ten Year Capital

The Capital Plan identifies the resource needs to maintain existing facilities, implement efficiency projects that leverage resources, and begin new projects that address agency needs. The Department's major challenges over the next ten years are to preserve and maintain aging facilities, meet the capacity demands for future offender population, and assist in meeting the offender program requirements.

Current Facility Conditions

The Department's facilities range in age from the almost 120 year-old Washington State Penitentiary to buildings currently under construction. (*Refer to Appendix A, Facility Locator Map*)

Institutions: The Department operates eight major or multi-custody facilities that house maximum, close, medium, and minimum custody offenders. The Department provides programs such as education, chemical dependency, mental health, and various other targeted intervention programs designed to change offender behavior and prevent offenders from re-offending.

The Department operates seven minimum security facilities that include three forestry camps and an assisted living facility. The assisted living facility is designed for offenders that need help with daily living such as those in wheelchairs. The focus of a minimum institution is to promote accountability and develop a work ethic. In June 2004, Pine Lodge Pre-Release transitioned to a minimum security facility for women and was renamed Pine Lodge Correctional Center for Women. Minimum security facilities accept offenders that will be released to the community within 48 months. Offenders receive vocational training, job seeking aid, life skills training, chemical dependency treatment, and other services while in a minimum security facility.

Work Release Facilities: The Department operates 15 work release facilities. These facilities provide offenders the opportunity to successfully transition back to the community with employment and an approved and secure residence.

Preservation of Assets

Several facilities have critical infrastructure preservation needs and/or must address changing environmental regulations. (*Refer to Appendix B, Maintenance Backlog Reduction Plan*)

Some of these needs include:

- Obsolete, rapidly deteriorating telecommunications systems that do not meet the Department's standards and do not support information systems under development by the Department.
- Failing and deteriorating underground utility systems, which can be unsafe for staff and offenders to maintain and cause significant energy and water losses.
- Old and deteriorating interior plumbing, mechanical, and electrical systems.
- Old security system electronics that are likely to fail.
- Failing roofs and those with significant leaks resulting in structural damage to buildings.
- Deteriorating asphalt surfacing on parking lots and roads that complicate storm water management.
- Aging buildings, some of which are 100 years old, that do not meet seismic requirements.
- Outdoor firing ranges required for weapons training and annual qualification that need environmental assessment and potential remediation for lead contamination.
- Emergency projects necessary for failing systems, additional security requirements due to offender behavior, and delayed or extended maintenance periods associated with resource constraints.

- Compliance with environmental regulations for air handling, water, wastewater, steam, and storm water management systems, remediation of asbestos and lead paint in older facilities, and unanticipated system failures.
- Building problems that result in the growth and accumulation of substantial amounts of mold, which can be extraordinarily hazardous for staff and offenders with respiratory problems, asthma or other allergies.

Projects and Programs for Efficiencies

Statewide Utility Survey and Environmental Compliance Assessment Plan

The Department does not have a current assessment of utility systems at the institutions. Utility systems are closely related to, or directly affect, environmental compliance. The Department proposes to conduct a Utility Survey and Environmental Compliance Assessment Plan. The survey and assessment will provide a comprehensive review of all DOC institutions' water, sewer, and stormwater infrastructure, and provide a capital improvement plan for these utilities. The survey will review changes in environmental requirements that regulate the systems and conduct site visits to identify deficiencies in the utilities in relationship to environmental and building code requirements, system condition and performance, and generally accepted operations and maintenance standards. Results from the survey will be used to help define and prioritize future capital projects and improvements in operations and maintenance. In addition, the data gathered would be placed on an AutoCAD or Geographic Information System platform. This will provide the Department with the ability to layer the information regarding sewer systems, water lines, stormwater infrastructure, system deficiencies, and capital improvement projects. The layering assessment will provide critical information and a mechanism for tracking environmental requirements and compliance activities, as well as tracking the progress of the Department's Sustainability Plan.

Telecommunications Infrastructure Master Plan

The 2004 Statewide Capital Master Plan recognizes that the Department would realize substantial improvements in efficiency and cost effectiveness with continued telecommunications infrastructure improvements. The telecommunications infrastructure was not designed to support contemporary high-speed information systems or support the anticipated growth in the prison population. More and more technology is available to assist with the management of offenders. The Master Plan recommends that the Department develop a comprehensive Telecommunications Infrastructure Master (TIM) Plan. The TIM plan would provide assessments of each facility's telecommunications infrastructure and deficiencies, apply the Department's IT standards in planning for system replacement and improvements, identify phased approaches where practical, and provide cost estimates to replace the failing infrastructure, and make recommendations to enhance efficient operations at the facilities. The Department is requesting funding to develop the recommended TIM plan with an emphasis on the eight institutions with outdated infrastructure.

Central Washington Bus Transfer Complex

The Department proposes to construct a centrally located, secure offender transfer facility. This facility would allow chain bus drivers and custody staff crews to exchange buses and return to their facility of origin. The centralized bus transfer complex could reduce per diem and non-budgeted overtime.

Challenges for the Future

Offender Population growth

The population of incarcerated offenders continues to increase. The 2004 Statewide Capital Master Plan, using projections from the Washington State Caseload Forecast Council, projects the offender population to grow by 21 percent from over 17,000 offenders at the end of July 2004 to over 21,000 offenders by the end of June 2015.

This increase results in significant overcrowding conditions within the Department's facilities.

Correctional Industries

The Washington State Supreme Court recently found Class I industries to be unconstitutional. This decision effectively eliminates partnerships between private sector businesses and correctional facilities in Washington State and eliminates about 300 offender jobs. As a result of the ensuing changes, the Department is seeking ways to offset the loss of jobs, reduce offender idleness, and reduce overcrowding. A reduction in overcrowding may help offset any short-term problems created by the loss of offender jobs.

Meeting short-term challenges

To address immediate capacity issues the Department is submitting a 2005 Supplemental Capital Budget Request. The Supplemental Capital Budget will identify capital projects that will have an immediate impact on the Department's significant overcrowding. Projects such as adding minimum beds at AHCC, MCC, and CCCC, will likely be included the Department's 2005 Capital Supplemental Budget request.

As a result of the Correctional Industries (CI) court decision, bids were canceled for a new industries building at the Twin Rivers Unit in Monroe. Subsequently the Department is requesting a re-appropriation of those funds originally identified for CI to relocate the laundry to an existing industries building at the Twin Rivers Unit. In addition, the Department is requesting two small CI buildings in the Omnibus Program (Minor Works). The first of these requests would construct a building at the Coyote Ridge Corrections Center. The second small project is a building at the Pine Lodge Corrections Center for Women in Medical Lake, Washington.

The 2004 Statewide Capital Master Plan recommends the continued rental of beds from other jurisdictions until the state has the capacity to safely manage the population growth. The Master Plan also recommends partnering with local entities to use and/or create additional capacity for the population of community supervision violators. This would reduce pressure on overcrowded DOC institutions and allow the placement of offenders in more appropriate facilities.

Meeting Expanded Population Demands

The Department's projected bed shortfall at the end of Fiscal Year 2005 is at 2,700, with the greatest need for close security and Reception Center beds. Currently funded projects will still result in a shortfall of more than 5,400 beds by the end of Fiscal Year 2015. The 2004 Statewide Capital Master Plan developed and evaluated short-term and long-term solutions to meet capacity demands. The Master Plan recommends an increase of 5,400 beds by Fiscal Year 2015. Until operational capacity can be developed it will be necessary for the Department to utilize emergency measures, such as renting beds from other states and contracting with local jails. The renting of beds, however, is not a sustainable practice and is not a viable long-term solution. In addition, the prison rental bed market experiences daily fluctuation and supply is based on national and regional issues. This can create short-term challenges as well. The Master Plan identifies several expansion opportunities at minimum security facilities with some capital investment. The Department proposes to expand operating capacity by:

- Expanding minimum security capacity at the Airway Heights Corrections Center by 200 beds.
- Expanding minimum security capacity at the Olympic Corrections Center by 140 beds.
- Expanding minimum security capacity at the Cedar Creek Corrections Center by 100 beds.
- Expanding minimum security capacity at the Monroe Correctional Complex by 80 beds.
- Expanding minimum security capacity at the Larch Corrections Center by 80 beds.
- Building a 300-bed minimum security unit at the McNeil Island Corrections Center, which will free up 256 beds that can be used for housing medium security offenders.
- Opening the Mission Creek Corrections Center as a women's minimum security facility with 80 beds and expand by 120 beds. A second expansion will provide a total operational capacity of 300 beds at this facility.

To meet capacity demands primarily caused by offender population growth, close and medium security beds, as well as Reception beds are required over the next ten years. The Department proposes to develop capacity for these security levels by:

- Expanding the Coyote Ridge Corrections Center by 2,048 medium security beds, starting with a 768-bed expansion and constructing the balance of the 2,048 beds using phased construction over the next several biennia.
- Completing construction at the Washington State Penitentiary North Close Security Complex, yielding 792 close security beds and 100 Intensive Management beds. Constructing 594 additional close security beds, creating the South Close Security Complex at the Washington State Penitentiary. Replacing Units R1, R2, and R3 at the Washington Corrections Center adding 792 reception beds, for a net increase of 552 reception beds. In a future biennium an additional 198 Reception beds will be added at WCC.
- Constructing 100 new beds at the Washington Corrections Center for Women.
- Constructing 32 sheltered and extended beds at the Ahtanum View Corrections Center; constructing a 143 sheltered bed unit at Monroe Correctional Complex; and adding a 68-bed unit at Airway Heights Corrections Center. Having these facilities available will allow offenders that need assistance in daily living to be taken out of more expensive beds, such as close security or infirmaries where many of them are currently housed.

Key Capacity differences between the Governors 2003-2013 Ten Year Plan and the Department's 2005-2015 Ten Year Plan

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Coyote Ridge Corrections Center expansion—The Governor's 2003-2013, (2004 Supplemental), ten-year capital plan did include the design and site development for a new, expandable 768-bed state prison in preparation for construction in the 2005-07 Biennium. This project continues to be in the

Department's plan, which includes the design and construction, however timelines have been adjusted as well as design/build being reviewed as the delivery method.

Washington State Penitentiary south close security unit—The Governor's 2003-2013, (2004 Supplemental), Ten-Year Capital Plan, as a part of the north close security complex project, included pre-design funds for additional close security beds in the south close security complex, formally the medium security complex. The design and construction of the project continues to be in the Department's plan, however the timelines have been adjusted.

Olympic Corrections Center—As identified by the 2004 Statewide Master plan, the Department's plan includes an additional 140-minimum security beds at Olympic Corrections Center to address the projected offender growth.